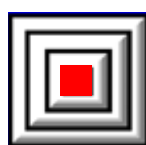# COUNTY OF DURHAM

# ORGANIZATIONAL CLIMATE SURVEY

### SURVEY RESULTS REPORT
### APRIL 2004

**THE WATERS CONSULTING GROUP, INC.**

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PRESENTED TO THE COUNTY OF DURHAM, NORTH CAROLINA

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# Section I
# Project Overview

## EXECUTIVE SUMMARY

Organization Climate Surveys are utilized by organizations to gain important information about employee attitudes and opinions. Survey instruments serve as valuable diagnostic instruments for organizations seeking to identify areas of strength and opportunities for improvement. In either instance, this information is useful in facilitating the redefinition, creation and/or elimination of organizational practices and policies, with the ultimate intent of creating a more effective and efficient organization.

The Waters Consulting Group, Inc. (WCG) created a custom Climate Survey for the County of Durham, NC. Survey items were designed to provide the County with information on six dimensions and were distributed to employees by WCG. Anonymity and confidentiality for all Survey participants was ensured by WCG.

An appropriately sized sample of employees participated in the process. Statistical analyses of responses were performed by WCG. The results of the Survey and statistical analyses have been outlined and presented in this Results Report.

## METHODOLOGY

Surveys were distributed in County-wide employee meetings conducted by consultants of WCG over a three-day period during March. In these meetings, WCG expressed the importance of providing honest and candid responses to the Survey while also assuring both the confidentiality and anonymity of Survey respondents. Anonymity was accomplished by not requiring employees to place their names on the surveys. Additionally, Surveys were sealed in envelopes to ensure the integrity of the Survey information. For those employees who were not able to attend one of the sessions, they were provided with a Survey distributed by their department. With the questionnaire, each employee was given a stamped envelope to seal and mail his or her anonymous Survey to WCG. A preliminary deadline of March 11, 2004 was set for returning all Surveys. However, recognizing some employees received their Surveys late, employees were allowed to mail completed Surveys to WCG up to and including March 28, 2004.

WCG statistically analyzed the Survey data to identify response rates and trends. Graphic representations of the survey results were then developed and sorted by supervisory/non-supervisory status and by item across the organization. Of the 1762 total County employee population, 624 returned Surveys, which resulted in a 35.4% return response rate. This percentage represents an acceptable sample of employees such that meaningful interpretations of the statistical analyses may be made.

The results of the Survey have been outlined and presented on the following pages of this Report.

# Section II
# Survey Dimensions

## SURVEY SCALE AND RESULT INTERPRETATION

Participating employees were asked to answer questions for each topic area with one of four responses: "Strongly Agree," "Agree," Disagree" or "Strongly Disagree." All responses of "Strongly Agree" or "Agree" for a given item were combined and are considered as a positive response. Positive responses are reflected in this Report as "Percent Positive." For example, an item with a 45% positive response rate indicates that 45% of employees answered either "Agree" or "Strongly Agree." The inverse of this is true as well. That is, if an item has a 45% positive response rate, it would also have a 55% negative response rate. This would indicate that 55% of the employees responding to a particular item answered either "Disagree" or "Strongly Disagree."

## EVALUATION KEY

The table below presents an evaluation key for interpreting the results of the Survey. Areas that may need to be investigated further by the Durham County are those with a lower "Percent Positive" response. A copy of the Survey is provided as Appendix A of this Report.

| Percent (%) Positive Response | Evaluation |
|---|---|
| 90% or more | Highly meaningful positive response |
| 75% – 89% | Meaningful positive response |
| 60% – 74% | Suggestive of positive response |
| 40% – 59% | Should be investigated further to determine significance of data |
| 25% – 39% | Suggestive of negative response |
| 10% – 24% | Meaningful negative response |
| Less than 10% | Highly meaningful negative response |

## SURVEY ITEMS AND DIMENSIONS MEASURED BY THE ORGANIZATIONAL CLIMATE SURVEY

Each Survey item on the Survey was strategically developed by WCG and the County to assess employee attitudes and opinions in one of six (6) dimensions: Communication, Supervisor/Employee Relations, Job Satisfaction, Department Leadership, Executive Leadership and County Operations. All but one dimension, Executive Leadership, contain distinct sub-dimensions. On the following pages, each Survey item has been identified with the appropriate dimension and sub-dimension.

### Dimension I - Communications

*A) Information Dissemination*
1. I receive the information I need to perform my job well.
2. The information I receive to perform my job is accurate.
3. I understand what is expected of me in this job.

*B) Inter-employee Communication*
4. Communication between employees is open.
5. When there are problems, employees discuss them without blaming others.
6. County employees relate well with other employees from diverse backgrounds.

*C) Organizational Structure*
7. I understand the "chain of command" within my department.
8. There is little confusion as to who has what authority.

### Dimension II - Supervisor/Employee Relations

*A) Relations*
9. Employees and immediate supervisors respect each other.
10. I am comfortable asking my immediate supervisor for help.
11. I am encouraged to make suggestions or give ideas to my immediate supervisor.

*B) Response*
12. Supervisors respond in a timely fashion to employee complaints and suggestions.
13. Supervisors make fair decisions regarding employee complaints and suggestions.

*C) Decision-Making*
14. No immediate supervisors assume more authority than they should.
15. I receive clear, timely decisions when I need them.

### Dimension III - Job Satisfaction

*A) Security*
16. I believe I have high job security within my department.
17. I believe my department is receptive to suggestions and complaints.
18. I believe the County Manager's Office is receptive to suggestions and complaints.

*B) Satisfaction*

19. I would not hesitate to recommend this department to my friends as a place to work.
20. There is little chance that I will be looking for another job within the next year.
21. I am satisfied with my job.
22. I am given the power to make decisions and solve problems on my own.

## Dimension IV - Department Leadership

*A) Motivation and Leadership*

23. Top management in my department demands that people give their best efforts.
24. Top management in my department provides clear expectations for performance to be at or above standards.
25. Top management in my department provides help, training, and guidance in performance improvement.

*B) Work Facilitation*

26. Top management in my department emphasizes teamwork.
27. Top management in my department plans out work in advance.

*C) Consideration*

28. Top management in my department is fair with employees.
29. Top management in my department treats all employees equally.
30. Top management in my department notices and shows appreciation when employees put in extra time and effort.
31. Top management in my department relates well to people from diverse backgrounds.

## Dimension V - Executive Leadership

32. The County Manager is accessible and open to communication with employees.
33. The County Manager responds in a timely fashion to employee complaints and suggestions.
34. The County Manager is an effective leader for the County.

## Dimension VI - County Operations

*A) Customer Service*

35. The County serves citizens in an effective fashion.
36. Citizens are treated with courtesy and respect.
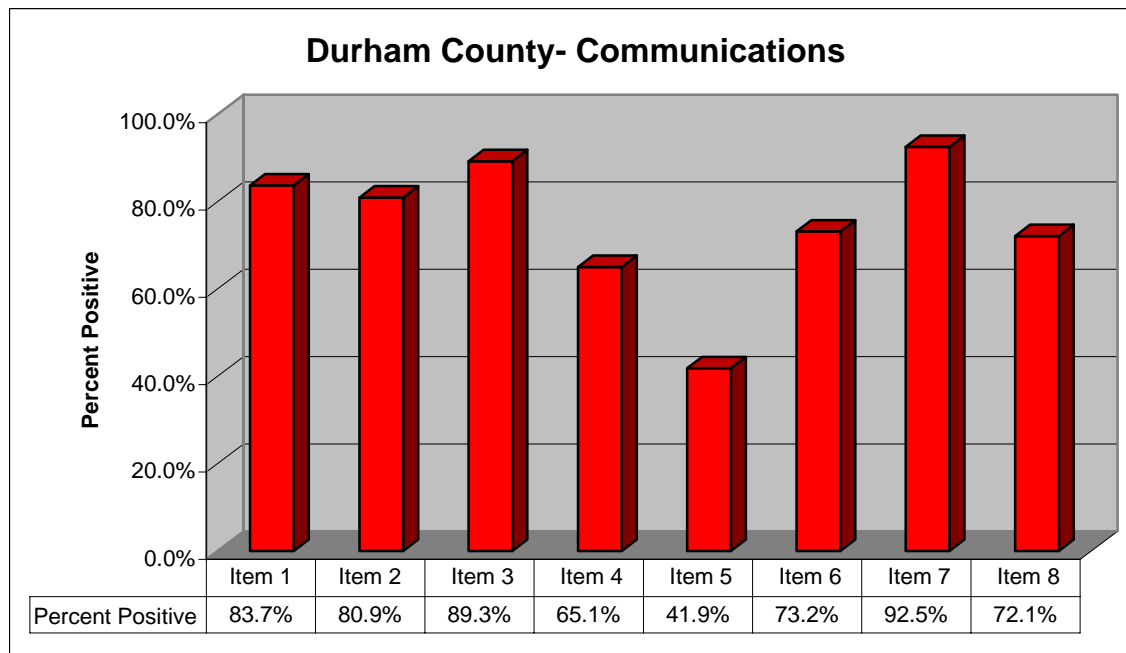37. Citizen needs are responded to quickly.

*B) Morale*

38. As a whole, the County lives up to its stated values and guiding principles.
39. The County is an enjoyable place to work.

# Section III
# Survey Graphs: Organization-Wide

## DIMENSION I - COMMUNICATIONS

**Durham County- Communications**

| Percent Positive | Item 1 | Item 2 | Item 3 | Item 4 | Item 5 | Item 6 | Item 7 | Item 8 |
|---|---|---|---|---|---|---|---|---|
| Percent Positive | 83.7% | 80.9% | 89.3% | 65.1% | 41.9% | 73.2% | 92.5% | 72.1% |

Graph 1. Organization-wide responses to Dimension I - Communications (Percent Positive Responses)

## DIMENSION I - COMMUNICATIONS

Below, please find the Survey items that correspond to the graph displayed above.

*A) Information Dissemination*
1. I receive the information I need to perform my job well.
2. The information I receive to perform my job is accurate.
3. I understand what is expected of me in this job.

*B) Inter-Employee Communication*
4. Communication between employees is open.
5. When there are problems, employees discuss them without blaming others.
6. County employees relate well with other employees from diverse backgrounds.

*C) Organizational Structure*
7. I understand the "chain of command" within my department.
8. There is little confusion as to who has what authority.

Items in Dimension I - Communication are related to the three sub-dimensions: A) Information Dissemination, B) Inter-Employee Communication and C) Organizational Structure.  Results are shown in Graph 1 on the previous page.  Specific item numbers, Percentage of Positive Responses (PR) and Percentage of Negative Responses (NR) are indicated in parentheses following a narrative description of the results below.

## DIMENSION I – COMMUNICATIONS

**(74.8% Average Percent Positive for all items in Dimension I – Communications)**

*A) Information Dissemination*

Survey respondents indicated meaningful positive responses to all items regarding the County's information dissemination. Employees report receiving the "information needed to perform their jobs well" (Item 1 = 83.7% PR, 16.3% NR) and that "information is accurate" (Item 2 = 80.9% PR, 19.1% NR).  Respondents also indicated "understanding what is expected of them in the job" (Item 3 = 89.3% PR, 10.7% NR).

*B) Inter-Employee Communication*

Responses in the inter-employee communication sub-dimension were less positive in comparison to information dissemination items alone but still suggestive of overall positive responses as a whole.  Positive responses were indicated for items "open communication between employees" (Item 4 = 65.1% PR, 34.9% NR) and "relations between employees from diverse backgrounds" (Item 6 = 73.2% PR, 26.8% NR).  Employees indicated mixed responses, suggesting the need for further investigation, regarding employees "discussing problems without blaming others" (Item 5 = 41.9% PR, 58.1% NR).

*C) Organizational Structure*

Overall positive responses were offered by Survey participants regarding the organizational structure as related to communications. A large majority of respondents reported understanding the "chain of command within their department" (Item 7 = 92.5% PR, 7.5% NR). A smaller percentage, but still suggesting an overall positive response, indicated respondents "perceive little confusion as to who has what authority" (Item 8 = 72.1% PR, 27.9% NR).

## SUMMARY

Organization-wide results for Dimension I - Communications indicate overall positive employee perceptions regarding Durham County's communication patterns.  Percentages of positive responses indicated highly meaningful positive perceptions in the information dissemination and organizational structure sub-dimensions.

Responses in relation to items in the inter-employee communications dimension were less positive. Although overall responses indicate positive perceptions, the moderate amount in comparison to other sub-dimensions and low percentage of positive responses for Item 5 indicate a need for further investigation by the County.

## DIMENSION II - SUPERVISOR/EMPLOYEE RELATIONS

**Durham County - Supervisor/Employee Relations**

| | Item 9 | Item 10 | Item 11 | Item 12 | Item 13 | Item 14 | Item 15 |
|---|---|---|---|---|---|---|---|
| Percent Positive | 66.6% | 83.2% | 78.9% | 68.2% | 61.6% | 69.6% | 71.6% |
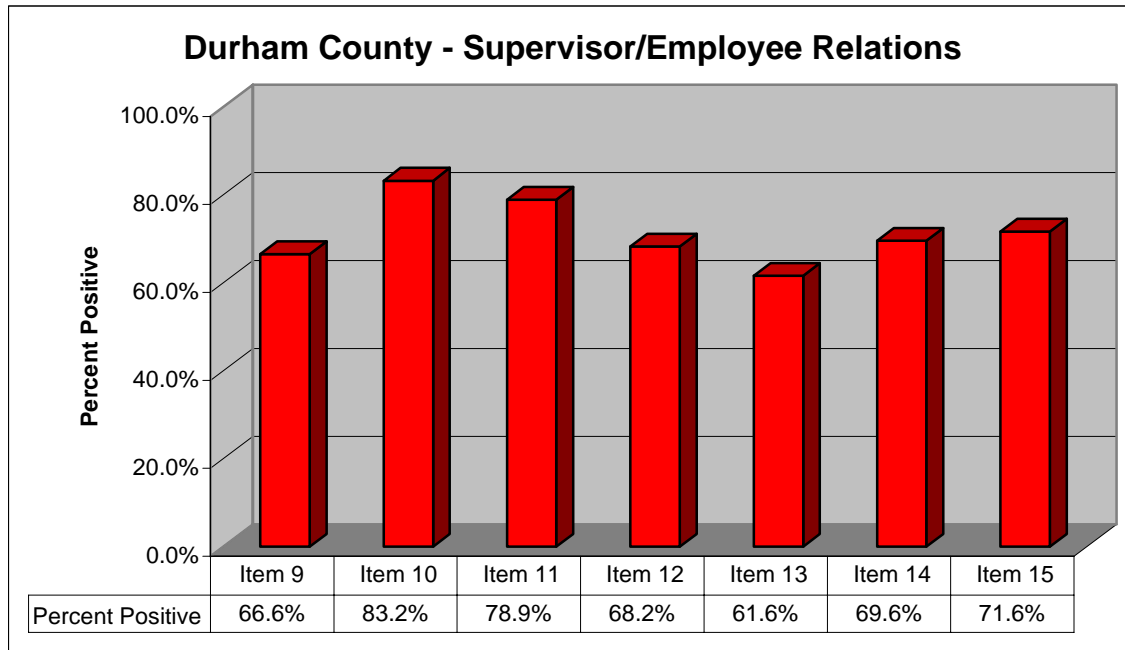
Graph 2. Organization-wide responses to Dimension II - Supervisor/Employee Relations (Percent Positive Responses)

### DIMENSION II - SUPERVISOR/EMPLOYEE RELATIONS

Below, please find the Survey items that correspond to the graph displayed above.

*A) Relations*
9.   Employees and immediate supervisors respect each other.
10.  I am comfortable asking my immediate supervisor for help.
11.  I am encouraged to make suggestions or give ideas to my immediate supervisor.

*B) Response*
12.  Supervisors respond in a timely fashion to employee complaints and suggestions
13.  Supervisors make fair decisions regarding employee complaints and suggestions.

*C) Decision-Making*
14. No immediate supervisors assume more authority than they should.
15. I receive clear, timely decisions when I need them.

Items in Dimension II - Supervisor/Employee Relations are related to the three sub-dimensions: A) Relations, B) Response and C) Decision-Making. Results are shown in Graph 2 on the previous page. Specific item numbers, Percentage of Positive Responses (PR) and Percentage of Negative Responses (NR) are indicated in parentheses following a narrative description of the results below.

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### DIMENSION II - SUPERVISOR/EMPLOYEE RELATIONS

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**(71.1% Average Percent Positive for all items in Dimension II – Supervisor/Employee Relations)**

*A) Relations*

Survey responses for this sub-dimension indicate meaningful positive employee perceptions. Employees reported being "comfortable asking their immediate supervisor for help" (Item 10 = 83.2% PR, 16.8% NR) and feeling "encouraged to make suggestions or give ideas to their supervisor" (Item 11 = 78.9% PR, 21.1% NR). A smaller percentage of respondents, yet still suggesting an overall positive response rate, believe "employees and immediate supervisors respect each other" (Item 9 = 66.6% PR, 33.4% NR). Approximately one-third of Durham County employees responded that employees and supervisors do not respect one another, warranting further investigation into this issue.

*B) Response*

Survey respondents indicated overall positive responses for this sub-dimension. Respondents indicated supervisors respond in a "timely fashion" (Item 12 = 68.2% PR, 31.8% NR) and "make fair decisions" (Item 13 = 61.6% PR, 38.4% NR) regarding employee complaints and suggestions in a timely fashion. As mentioned above regarding respect between employees and supervisors, the one-third of employees responding negatively to items in this area suggest Durham County may benefit from a closer examination of this issue.

*C) Decision-Making*

Survey respondents indicated overall positive responses for this sub-dimension. Survey respondents indicated, "no immediate supervisors assume more authority than they should" (Item 14 = 69.6% PR, 30.4% NR). A similar percentage of employees indicated receiving "clear, timely decisions when needed" (Item 15 = 71.67% PR, 28.4% NR).

## SUMMARY

Organization-wide percentages of positive responses regarding Dimension II - Supervisor/Employee Relations were moderately high. Although the percentages indicate overall positive perceptions, comparisons of Supervisory vs. Non-Supervisory (see Section IV) and results for individual departments (see Section VI) should be examined further by the County for specific trends.

## DIMENSION III - JOB SATISFACTION

**Durham County - Job Satisfaction**

| Percent Positive | Item 16 | Item 17 | Item 18 | Item 19 | Item 20 | Item 21 | Item 22 |
|---|---|---|---|---|---|---|---|
| Percent Positive | 68.5% | 67.4% | 76.1% | 65.3% | 65.8% | 72.0% | 74.1% |
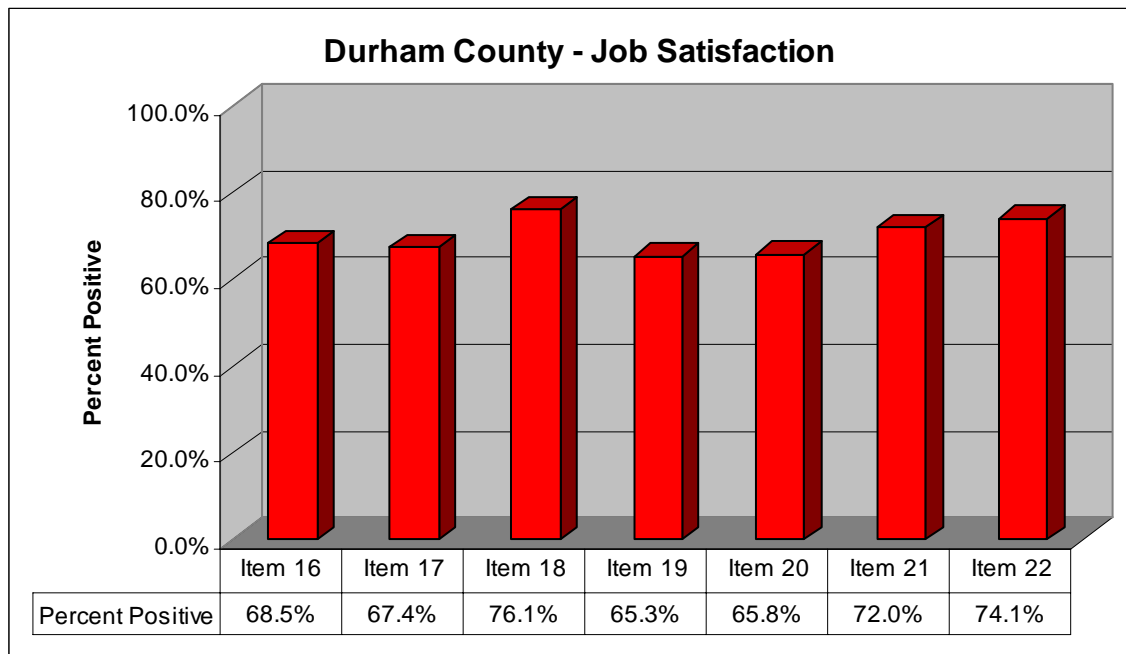
Graph 3. Organization-wide responses to Dimension III - Job Satisfaction (Percent Positive Responses)

### DIMENSION III - JOB SATISFACTION

Below, please find the Survey items that correspond to the graph displayed above.

*A) Security*
16. I believe I have high job security within my department.
17. I believe my department is receptive to suggestions and complaints.
18. I believe the County Manager's Office is receptive to suggestions and complaints.

*B) Satisfaction*
19. I would not hesitate to recommend this department to my friends as a place to work.
20. There is little chance that I will be looking for another job within the next year.
21. I am satisfied with my job.
22. I am given the power to make decisions and solve problems on my own.

Items in Dimension III - Job Satisfaction dimension are related to the two sub-dimensions of A) Security and B) Satisfaction. Results are shown in Graph 3 on the previous page. Specific item numbers, Percentage of Positive Responses (PR) and Percentage of Negative Responses (NR) are indicated in parentheses following a narrative description of the results below.

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### DIMENSION III - JOB SATISFACTION

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**(69.9% Average Percent Positive for all items in Dimension III – Job Satisfaction)**

*A) Security*

Survey responses regarding the security sub-dimension of Job Satisfaction suggest overall positive perceptions. Responses indicate employees believe they have "high job security within the department" (Item 16 = 68.5% PR, 31.5% NR) and believe their "department is receptive to suggestions and complaints" (Item 17 = 67.4% PR, 32.6% NR). A greater percentage of employees perceive the County Manager's Office to be "receptive to suggestions and complaints" (Item 18 = 76.1% PR, 23.9% NR).

*B) Satisfaction*

Overall positive responses were noted regarding employee satisfaction. Survey respondents indicated satisfaction with their job (Item 21 = 72.0% PR, 28.0%) and "little chance of looking for another job within the next year" (Item 20 = 65.8% PR, 34.2% NR). Employees indicated they "would not hesitate to recommend [their] department as a place to work to friends" (Item 19 = 65.3% PR, 34.7% NR). Responses also indicate that employees feel they are "given the power to make decisions and solve problems on [their] own" (Item 22 = 74.1% PR, 25.9% NR). It should be noted that slightly more then one-third of respondents would "hesitate to recommend this department to friends as a place to work" and may be "looking for another job within the next year."

## SUMMARY

Organization-wide responses to items in the Job Satisfaction dimension appear to indicate overall positive perceptions. However, special attention should be given to items receiving moderate responses.  It should be noted that approximately 35% of participants responded negatively regarding two items, "I would not hesitate to recommend this department to my friends as a good place to work" and, "There is little chance I will be looking for another job within the next year." Responses to these items indicate that a number of County employees are not satisfied or committed to their positions.

## DIMENSION IV - DEPARTMENT LEADERSHIP

**Durham County - Department Leadership**

| | Item 23 | Item 24 | Item 25 | Item 26 | Item 27 | Item 28 | Item 29 | Item 30 | Item 31 |
|---|---|---|---|---|---|---|---|---|---|
| Percent Positive | 88.3% | 76.8% | 66.3% | 71.4% | 61.0% | 60.6% | 52.5% | 55.9% | 77.4% |

Graph 4. Organization-wide responses to Dimension IV – Department Leadership (Percent Positive Responses)

### DIMENSION IV - DEPARTMENT LEADERSHIP

Below, please find the Survey items that correspond to the graph displayed above.

*A) Motivation and Leadership*
23. Top management in my department demands that people give their best efforts.
24. Top management in my department provides clear expectations for performance to be at or above standards.
25. Top management in my department provides help, training, and guidance in performance improvement.

*B) Work Facilitation*
26. Top management in my department emphasizes teamwork.
27. Top management in my department plans out work in advance.

*C) Consideration*
28. Top management in my department is fair with employees.
29. Top management in my department treats all employees equally.
30. Top management in my department notices and shows appreciation when employees put in extra time and effort.
31. Top management in my department relates well to people from diverse backgrounds.

Items in Dimension IV - Department Leadership are related to the three sub-dimensions of A) Motivation and Leadership, B) Work Facilitation and, C) Consideration. Results are shown in Graph 4 on the previous page. Specific item numbers, Percentage of Positive Responses (PR) and Percentage of Negative Responses (NR) are indicated in parentheses following a narrative description of the results below.

## DIMENSION IV - DEPARTMENT LEADERSHIP

**(67.8% Average Percent Positive for all items in Dimension IV – Department Leadership)**

### A) Motivation and Leadership

Survey respondents indicated generally positive responses in the motivation and leadership sub-dimension of Department Leadership. Responses indicate employee believe top management "demands people give their best efforts" (Item 23 = 88.3% PR, 11.7% NR) and sets "clear expectations for performance to be at or above standards" (Item 24 = 76.8% PR, 23.2% NR). A slightly smaller percentage, approximately two-thirds of respondents, responded positively regarding top management providing the "help, training and guidance" needed to improve performance (Item 25 = 66.3% PR, 33.4%).

### B) Work Facilitation

Survey responses regarding this sub-dimension suggest positive perceptions regarding top management's emphasis of team work (Item 26 = 71.4% PR, 28.6% NR) and planning of work in advance (Item 27 = 61.0% PR, 39.0% NR).

### C) Consideration

Responses to this sub-dimension suggest employees believe top management "is fair with employees" (Item 28 = 60.6% PR, 39.4% NR). A meaningful percentage of respondents indicated positive perceptions regarding top management's relations with "people from diverse backgrounds" (Item 31 = 77.4% PR, 22.6% NR). However, County respondents indicated mixed perceptions regarding top management "treating employees equally" (Item 29 = 52.5% PR, 47.5% NR) and noticing and showing "appreciation when employees put in extra time and effort" (Item 30 = 55.9% PR, 44.1% NR). In combination with moderate responses regarding responses to top management being "fair with employees," this area should be a focus of future attention and improvement for the County.

## SUMMARY

Organization-wide responses to items in Dimension IV - Department Leadership are overall positive but indicate some areas of concern. Specifically, items "Top Management in my department is fair to all employees" and, "Top Management in my department treats all employees equally" both received mixed responses. This should be a source of concern for the County due to the indication of perceived inequity within the County's departments. Careful attention should be paid to Supervisory vs. Non-Supervisory results (see Section IV) and department results (see Section VI) to identify specific sources of perceived inequity.

## DIMENSION V - EXECUTIVE LEADERSHIP &
## DIMENSION VI - COUNTY OPERATIONS

**Durham County- Executive Leadership
& County Operations**

| Percent Positive | Item 32 | Item 33 | Item 34 | Item 35 | Item 36 | Item 37 | Item 38 | Item 39 |
|---|---|---|---|---|---|---|---|---|
| Percent Positive | 81.1% | 78.1% | 87.9% | 83.0% | 84.8% | 78.6% | 78.6% | 75.9% |
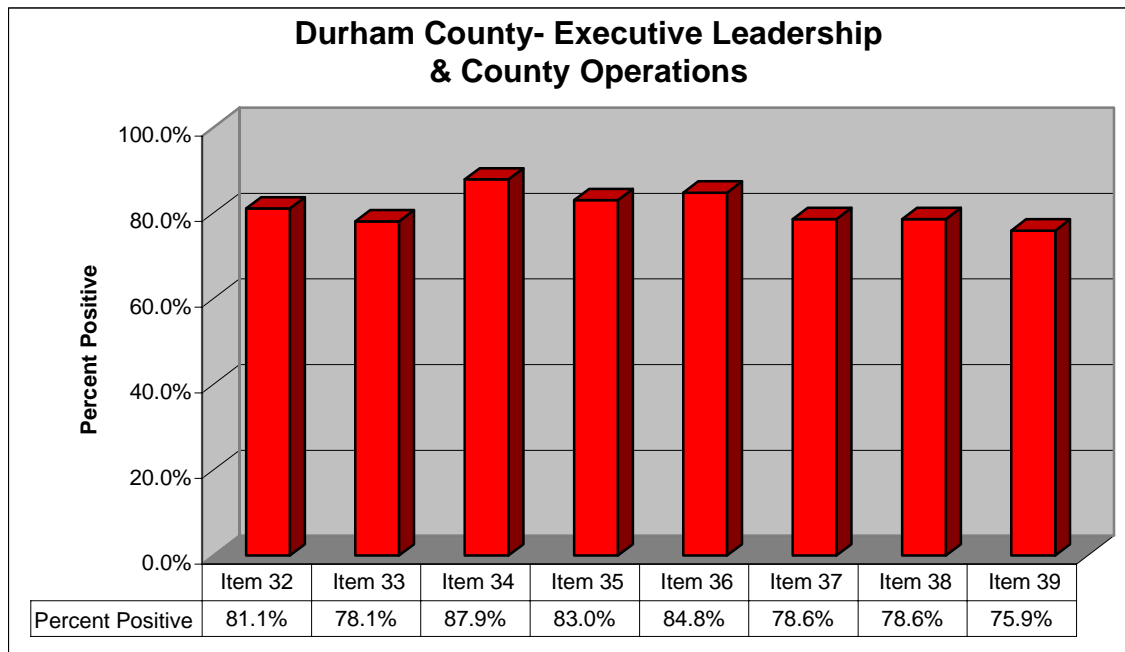
Graph 5. Organization-wide responses to Dimension V – Executive Leadership and
Dimension VI – County Operations (Percent Positive Responses)

## DIMENSION V - EXECUTIVE LEADERSHIP

Below, please find the Survey items that correspond to the graph displayed above.

32. The County Manager is accessible and open to communication with employees.
33. The County Manager responds in a timely fashion to employee complaints and suggestions.
34. The County Manager is an effective leader for the County.

## DIMENSION VI - COUNTY OPERATIONS

Below, please find the Survey items that correspond to the graph displayed above.

*A) Customer Service*
35. The County serves citizens in an effective fashion.
36. Citizens are treated with courtesy and respect.
37. Citizen needs are responded to quickly.

*B) Morale*
38. As a whole, the County lives up to its stated values and guiding principles.
39. The County is an enjoyable place to work.

Items in Dimension V - Executive Leadership and Dimension VI - County Operations dimensions are related to the two main topic areas. Items in the County Operations dimension are related to the two sub-dimensions of A) Customer Service and B) Morale.  Results are shown in Graph 5 on the previous page.  Specific item numbers, Percentage of Positive Responses (PR) and Percentage of Negative Responses (NR) are indicated in parentheses following a narrative description of the results below.

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## DIMENSION V - EXECUTIVE LEADERSHIP

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**(82.3% Average Percent Positive for all items in Dimension IV – Department Leadership)**

Meaningful overall positive responses were noted in the Executive Leadership dimension. Survey respondents indicated the County Manager is "accessible and open to communication with employees" (Item 32 = 81.1% PR, 18.9% NR), "responds in a timely fashion to employee complaints and suggestions" (Item 33 = 78.1% PR, 21.9% NR) and is an overall "effective leader for Durham County" (Item 34 = 87.9% PR, 12.1% NR).

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## DIMENSION VI - COUNTY OPERATIONS

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**(80.2% Average Percent Positive for all items in Dimension IV – Department Leadership)**

*A) Customer Service*

Survey respondents indicate positive perceptions of the County's customer service sub-dimension. Employees indicated the County "serves citizens in an effective fashion" (Item 35 = 83.0% PR, 17.0% NR) and responds quickly to citizen needs (Item 37 = 78.6% PR, 21.4% NR) with "courtesy and respect" (Item 36 = 84.8% PR, 15.2% NR).

*B) Morale*

Survey items in the morale sub-dimension of County Operations received meaningful positive responses.  Respondents indicated that, as a whole, the County "lives up to stated values and guiding principles" (Item 38 = 78.6% PR, 21.4% NR), and "is an enjoyable place to work" (Item 39 = 75.9% PR, 24.1% NR).
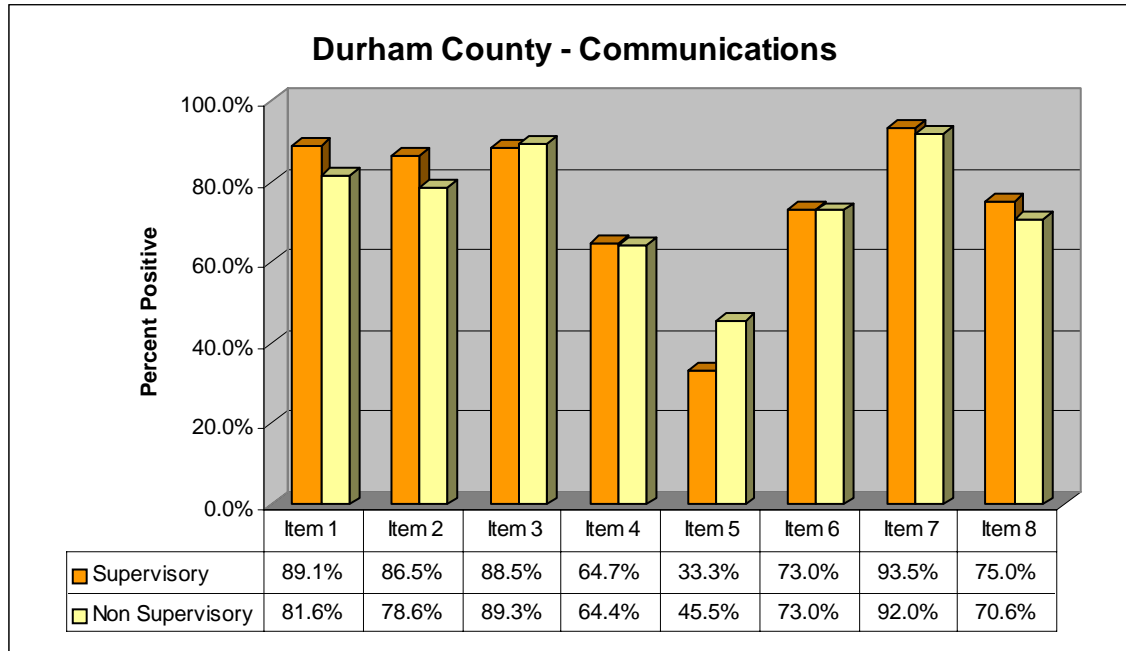
## SUMMARY

Organization-wide results within Dimension V - Executive Leadership and Dimension VI - County Operations indicate highly meaningful positive responses. Percentages of positive respondents are consistently high across all items.  However, results within the Supervisory vs. Non-Supervisory and department sections should still be examined for trends within these stated categories.

# Section IV
# Survey Graphs: Supervisory vs. Non-Supervisory

## DIMENSION I - COMMUNICATIONS

**Durham County - Communications**

| | Item 1 | Item 2 | Item 3 | Item 4 | Item 5 | Item 6 | Item 7 | Item 8 |
|---|---|---|---|---|---|---|---|---|
| Supervisory | 89.1% | 86.5% | 88.5% | 64.7% | 33.3% | 73.0% | 93.5% | 75.0% |
| Non Supervisory | 81.6% | 78.6% | 89.3% | 64.4% | 45.5% | 73.0% | 92.0% | 70.6% |

Graph 6. Supervisory/Non Supervisory responses to Dimension I - Communications
(Percent Positive Responses)

## DIMENSION I - COMMUNICATIONS

Below, please find the survey items that correspond to the graph displayed above.

*A) Information Dissemination*
1. I receive the information I need to perform my job well.
2. The information I receive to perform my job is accurate.
3. I understand what is expected of me in this job.

*B) Inter-Employee Communication*
4. Communication between employees is open.
5. When there are problems, employees discuss them without blaming others.
6. County employees relate well with other employees from diverse backgrounds.

*C) Organizational Structure*
7. I understand the "chain of command" within my department.
8. There is little confusion as to who has what authority.

Items in Dimension I - Communications are related to the three sub-dimensions: A) Information Dissemination, B) Inter-Employee Communication and C) Organizational Structure. Results are shown in Graph 6 on the previous page. Specific item numbers, Percentage of Positive Responses (PR) and Percentage of Negative Responses (NR) are indicated in parentheses following a narrative description of the results below. A summary table displaying percentages of positive responses for organization-wide, supervisory, non-supervisory and difference between supervisory and non-supervisory is found in Section V.

## DIMENSION I – COMMUNICATIONS

**(75.4% Supervisory Average Percent Positive for all items in Dimension I – Communications)**
**(74.6% Non-Supervisory Average Percent Positive for all items in Dimension I – Communications)**

*A) Information Dissemination*

Supervisory

Supervisory respondents indicated meaningful positive responses related to this sub-dimension. Respondents reported receiving the information needed "to perform their job well" (Item 1 = 89.1% PR, 10.9% NR) and that information is accurate (Item 2 = 86.5% PR, 13.5% NR). Employees indicated similar positive responses regarding understanding "what is expected of [them] in the job" (Item 3 = 88.5% PR, 11.5% NR).

Non-Supervisory

Non-Supervisory employees indicated slightly smaller, yet meaningful, positive responses regarding receiving the information needed to perform their jobs (Item 1 = 81.6% PR, 18.4% NR) and the accuracy of information received (Item 2 = 78.6% PR, 21.4% NR). A similar percentage of non-supervisory respondents as supervisory respondents reported understanding "what is expected of [them] in the job" (Item 3 = 89.3% PR, 9.7% NR).

*B) Inter-Employee Communication*

Supervisory

Survey respondents indicated overall mixed responses related to this sub-dimension. Supervisory respondents indicated meaningful positive responses when asked about the openness of "communication between employees" (Item 4 = 64.7% PR, 35.3% NR) and relations between "employees of diverse backgrounds" (Item 6 = 73.0% PR, 27.0% NR). In contrast, responses regarding employees discussing problems "without blaming others" indicate negative responses pattern (Item 5 = 33.3% PR, 66.7% NR).

Non-Supervisory

A similar trend was noted among non-supervisory respondents in the inter-employee communication sub-dimension. Non-Supervisory respondents indicated meaningful positive responses when asked about the openness of "communication between employees" (64.4% PR, 35.6% NR) and relations between employees of diverse backgrounds (Item 6 = 73.0%, 27.0% NR). A slightly more positive percentage of non-supervisory versus supervisory employees, though still indicating a negative response pattern, was noted regarding employees discussing problems "without blaming others" (Item 5 = 45.5% PR, 54.5% NR).

*C) Organizational Structure*

Supervisory

Supervisory respondents indicated highly positive responses to the item assessing employee understanding of the "chain of command" within their department (Item 7 = 93.5% PR, 6.5% NR). A slightly smaller, though still positive, percentage of respondents indicated "little confusion as to who has what authority" (Item 8 = 75.0% PR, 25.0% NR).

Non-Supervisory

Non-supervisory respondents also indicated highly positive responses regarding employee understanding of the "chain of command" (Item 7 = 92.0% PR, 8.0% NR) Non-supervisory respondents suggested a positive perception regarding a lack of "confusion as to who has what authority" (Item 8 = 70.6% PR, 29.4% NR).
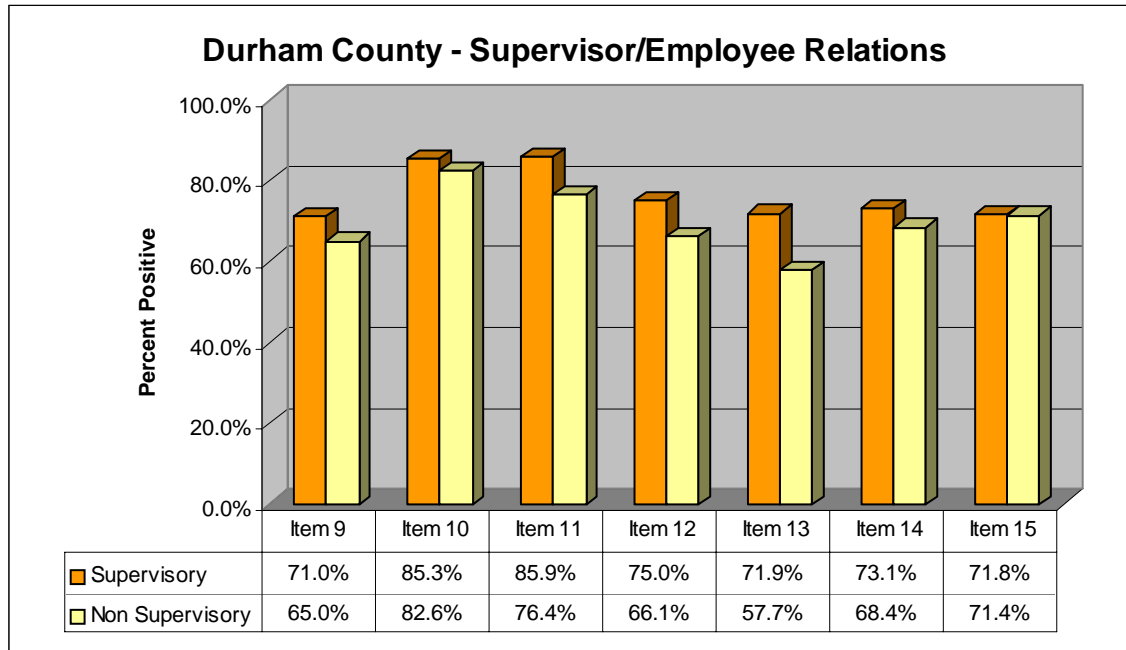
## SUMMARY

The results indicate incongruency between Supervisory and Non-Supervisory perceptions of communication patterns in relation to specific areas. The greatest difference relates to employees discussing problems "without blaming others." This item received negative responses overall. However, Supervisors indicated "blaming" at a much higher rate.  Approximately 45% of non-supervisory employees responded positively to the item, while on 33% or one-third of supervisors responded positively.

An additional trend was noted within the information dissemination sub-dimension. Supervisors responded moderately more positively then Non-Supervisors regarding two of the three items. Supervisors responded more favorably regarding receiving the information needed to perform well and that the information received is accurate. Although the difference between Supervisory and Non-Supervisory groups was moderate, (7% difference), the County should more closely examine communication patterns related to information dissemination at different levels within the organization.

As a whole, Supervisory respondents indicated a small positive trend in comparison to Non-Supervisory respondents.  In general, survey responses indicate that both Supervisory and Non-Supervisory employees hold positive perceptions regarding the County's communication patterns.

## DIMENSION II - SUPERVISOR/EMPLOYEE RELATIONS



**Durham County - Supervisor/Employee Relations**

| | Item 9 | Item 10 | Item 11 | Item 12 | Item 13 | Item 14 | Item 15 |
|---|---|---|---|---|---|---|---|
| Supervisory | 71.0% | 85.3% | 85.9% | 75.0% | 71.9% | 73.1% | 71.8% |
| Non Supervisory | 65.0% | 82.6% | 76.4% | 66.1% | 57.7% | 68.4% | 71.4% |

Graph 7. Supervisory/Non Supervisory responses to Dimension II - Supervisor/Employee Relations
(Percent Positive Responses)

### DIMENSION II - SUPERVISOR/EMPLOYEE RELATIONS

Below, please find the survey items that correspond to the graph displayed above.

*A) Relations*
9.  Employees and immediate supervisors respect each other.
10. I am comfortable asking my immediate supervisor for help.
11. I am encouraged to make suggestions or give ideas to my immediate supervisor.

*B) Response*
12. Supervisors respond in a timely fashion to employee complaints and suggestions
13. Supervisors make fair decisions regarding employee complaints and suggestions.

*C) Decision-Making*
14. No immediate supervisors assume more authority than they should.
15. I receive clear, timely decisions when I need them.

Items in Dimension II - Supervisor/Employee Relations are related to the three sub-dimensions: A) Relations, B) Response and C) Decision-Making. Results are shown in Graph 7 on the previous page. Specific item numbers, Percentage of Positive Responses (PR) and Percentage of Negative Responses (NR) are indicated in parentheses following a narrative description of the results below. A summary table displaying percentages of positive responses for organization-wide, supervisory, non-supervisory and difference between supervisory and non-supervisory is found in Section V.

## DIMENSION II - SUPERVISOR/EMPLOYEE RELATIONS

**(75.4% Supervisory Average Percent Positive for all items in Dimension II–Supervisor/Employee Relations)**

**(74.6% Non-Supervisory Average Percent Positive for all items in Dimension II–Supervisor/Employee Relations)**

### A) Relations

<u>Supervisory</u>

Supervisory responses to this sub-dimension of Supervisor/Employee Relations indicate overall positive responses. Respondents indicated meaningful positive responses regarding employees and supervisors respect for one another (Item 9 = 71.0% PR, 29.0% NR). A slightly lower percentage suggesting positive responses was noted regarding respondents' comfort with "asking the immediate supervisor for help" (Item 10 = 85.3% PR, 14.7% NR) and feeling "encouraged to make suggestions or give ideas to supervisors" (Item 11 = 85.9% PR, 14.1% NR).

<u>Non-Supervisory</u>

A slightly less positive trend was noted among non-supervisory respondents. Non-supervisory employees indicated positive responses regarding employee and supervisors respect for one another (Item 9 = 65.0% PR, 35.0% NR). A larger percentage suggesting positive responses was noted regarding respondents' comfort with "asking immediate supervisors for help" (Item 10 = 82.6% PR, 17.4% NR) and feeling "encouraged to make suggestions or give ideas" to supervisors (Item 11 = 76.4% PR, 23.6% NR).

### B) Response

<u>Supervisory</u>

Supervisory responses related to the Response sub-dimension of Supervisor/Employee Relations indicate meaningful positive responses. Respondents indicated "supervisors respond in a timely fashion to employee complaints and suggestions" (Item 12 = 75.0% PR, 25.0% NR). A positive response pattern was noted related to supervisors making "fair decisions regarding employee complaints and suggestions" (Item 13 = 71.9% PR, 28.1% NR).

Non-Supervisory

An ambivalent trend in response patterns was noted among non-supervisory respondents. Non-supervisory responses are suggestive of positive perceptions regarding supervisors responding in a "timely fashion to employee complaints and suggestions" (Item 12 = 66.1% PR, 33.9% NR). Mixed responses were noted regarding non-supervisory employees perceiving supervisors as making "fair decisions regarding employee complaints and suggestions" (Item 13 = 57.7% PR, 42.3% NR).

*C) Decision-Making*

Supervisory

Overall positive responses were noted within the decision-making sub-dimension of Supervisor/Employee Relations for supervisory employees. Respondents indicated that "no immediate supervisors assume more authority than they should" (Item 14 = 73.1% PR, 26.9% NR). A similar percentage of supervisory employees indicated receiving clear and "timely decisions" when needed (Item 15 = 71.8% PR, 27.2% NR).
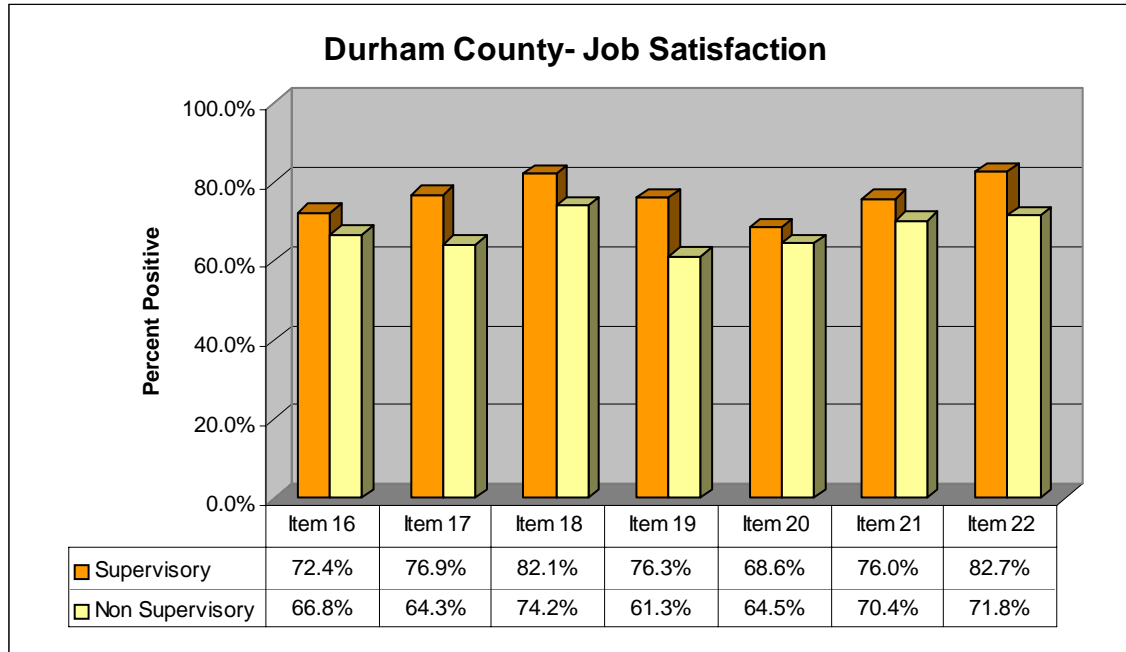
Non-Supervisory

Non-supervisory responses indicated a similar trend in the decision-making sub-dimension Respondents indicated, "no immediate supervisors assume more authority than they should "(Item 14 = 68.4% PR, 31.6% NR). A similar percentage of supervisory employees indicated receiving clear and "timely decisions" when needed (Item 15 = 71.4% PR, 27.6% NR).

## SUMMARY

Percentages of positive responses for both Supervisory and Non-Supervisory employees indicated overall positive perceptions regarding Supervisor/Employee Relations. However, differential trends noted when comparing responses between groups indicate a difference in perceptions. Non-Supervisory employees indicated a moderate positive trend to all items in Dimension II - Supervisor/Employee Relations. A more positive trend was noted among Supervisory respondents. Percentages of positive respondents ranged from .04% to 14.2% difference between Supervisor and Non-Supervisor respondents. This difference indicates that Supervisors may be unaware of subordinates' perceptions regarding their relationships. Alternatively, Supervisory respondents may perceive better relationships with their superiors then employees with their Supervisors.

The greatest differences between Supervisor and Non-Supervisor responses were noted in the response sub-dimension. Approximately three-fourths of Supervisory respondents felt supervisors respond in a "timely fashion" and "make fair decisions regarding employee complaints and suggestions." Nine percent less of Non-Supervisory respondents felt supervisors respond in a "timely fashion" and 14% less perceive supervisors to "make fair decisions regarding employee complaints and suggestions." This trend indicates that Supervisors may be unaware of employee perceptions or unable to meet employees desired response time and amount of fairness.

## DIMENSION III - JOB SATISFACTION

**Durham County- Job Satisfaction**

| | Item 16 | Item 17 | Item 18 | Item 19 | Item 20 | Item 21 | Item 22 |
|---|---|---|---|---|---|---|---|
| Supervisory | 72.4% | 76.9% | 82.1% | 76.3% | 68.6% | 76.0% | 82.7% |
| Non Supervisory | 66.8% | 64.3% | 74.2% | 61.3% | 64.5% | 70.4% | 71.8% |

Graph 8. Supervisory/Non Supervisory responses to Dimension III - Job Satisfaction
(Percent Positive Responses)

### DIMENSION III - JOB SATISFACTION

Below, please find the survey items that correspond to the graph displayed above.

*A) Security*
16. I believe I have high job security within my department.
17. I believe my department is receptive to suggestions and complaints.
18. I believe the County Manager's Office is receptive to suggestions and complaints.

*B) Satisfaction*
19. I would not hesitate to recommend this department to my friends as a place to work.
20. There is little chance that I will be looking for another job within the next year.
21. I am satisfied with my job.
22. I am given the power to make decisions and solve problems on my own.

Items in Dimension III - Job Satisfaction are related to the two sub-dimensions A) Security and B) Satisfaction. Results are shown in Graphs 8 on the previous page. Specific item numbers, Percentage of Positive Responses (PR) and Percentage of Negative Responses (NR) are indicated in parentheses following a narrative description of the results below. A summary table displaying percentages of positive responses for organization-wide, supervisory, non-supervisory and difference between supervisory and non-supervisory is found in Section V.

## DIMENSION III - JOB SATISFACTION

**(76.4% Supervisory Average Percent Positive for all items in Dimension III–Job Satisfaction)**

**(67.4% Non-Supervisory Average Percent Positive for all items in Dimension III–Job Satisfaction)**

*A) Security*

Supervisory

Supervisory respondents indicated meaningful positive responses in this sub-dimension. A majority of responses indicated supervisory employees believe they have "high job security within [their] department" (Item 16 = 72.4% PR, 27.6% NR). A slightly larger percentage of supervisory respondents believe their department (Item 17 = 76.9% PR, 23.1% NR) and the County Manager's Office (Item 17 = 82.1% PR, 17.9% NR) are "receptive to suggestions and complaints."

Non-Supervisory

A similar yet slightly more modest trend was noted within non-supervisory respondents. Responses suggest non-supervisory employees believe they have "high job security" (Item 16 = 66.8% PR, 33.2% NR). Departments (Item 17 = 64.3% PR, 35.7% NR) and the County Manager's Office (Item 18 = 74.2% PR, 25.8% NR) were believed to be "receptive to suggestions and complaints" by non-supervisory respondents.

*B) Satisfaction*

Supervisory

Overall positive responses were noted regarding supervisory employee satisfaction. Supervisory survey respondents indicated highly meaningful positive responses related to satisfaction with the job (Item 21 = 76.0% PR, 24.0% NR), recommending the department as a place to work to friends (Item 19 = 76.3% PR, 23.7% NR) and, employees being "given the power to make decisions and solve problems on [their] own" (Item 22 = 82.7% PR, 17.3% NR). A slightly more conservative percentage of respondents, suggesting positive responses, indicated little chance that respondents will look "for another job within the next year" (Item 20 = 68.6% PR, 31.4% NR).

Non-Supervisory

Non-Supervisory responses overall were suggestive of positive responses. Non-supervisory employees indicated being satisfied with their job (Item 21 = 70.4% PR, 29.6% NR). A similar percentage of respondents indicated they are given the power to make decisions and solve problems on their own (Item 22 = 71.8% PR, 28.2% NR). A slightly smaller percentage indicated they would not hesitate to recommend the department to a friend as a place to work (Item 19 = 61.3% PR, 38.7% NR) and that there is little chance they will be looking for another job within the next year (Item 20 = 64.5% PR, 35.5% NR).

## SUMMARY

Once again, the general difference between Supervisory and Non-Supervisory responses was noted. In this instance Supervisory employees responded much more positively to three items, "I believe my department is receptive to suggestions and complaints," "I would not hesitate to recommend this department to my friends as a place to work" and, "I am given the power to make decisions and solve problems on my own."

The difference in percentage of positive responses regarding the last item, "power to make decisions," is likely a function of the positions. The nature of a supervisory position is to have discretion over decisions where a Non-Supervisory employee would not.
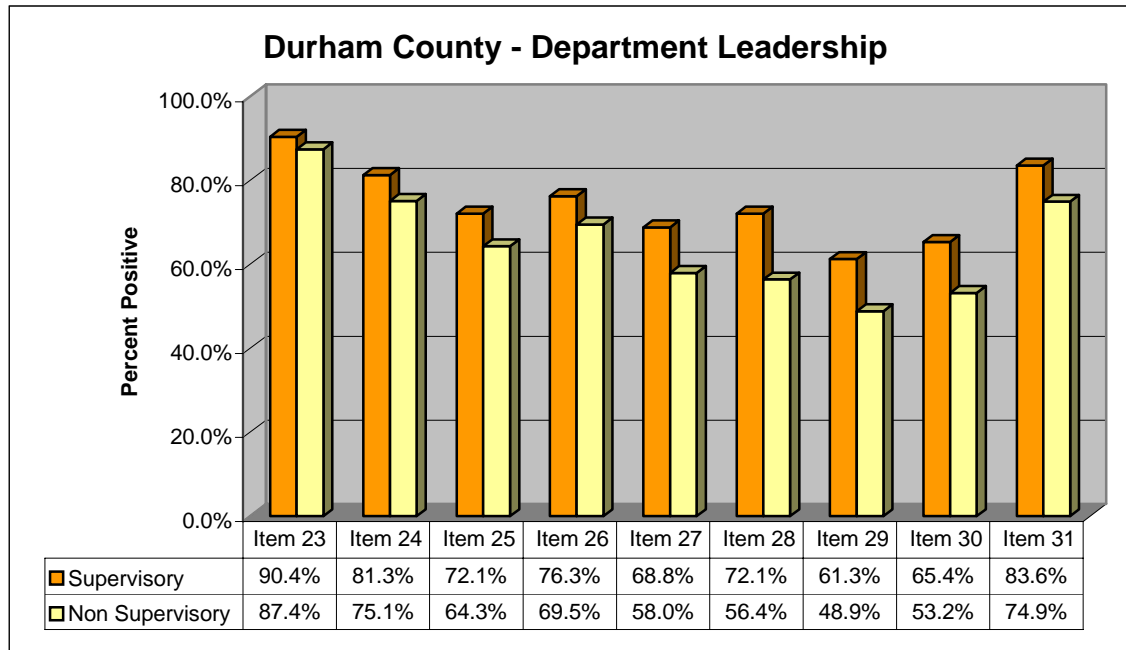
The difference in responses to the departments' receptiveness to suggestions and complaints may be a result of two factors. Once again Supervisory employees opinions and suggestions are often given more weight within the organization. In combination with the differences in responses to open communication between employees, this item may indicate that Non-Supervisory employees suggestions and/or complaints are not given enough consideration. The difference in Supervisor and Non-Supervisor responses to this item may also be a function of who is responding. Supervisors may feel they are receptive to suggestions and complaints while the Non-Supervisory employees disagree.

The difference in Supervisory and Non-Supervisory responses regarding hesitation to "recommend this department to my friends as a place to work" may be of greatest concern. Items of this nature indirectly assess employees' satisfaction and commitment to the organization. A difference of 15%

between Supervisory and Non-Supervisory respondents indicate that the later are experiencing or perceiving negative situations the former is not.

Overall percentages of positive responses indicate Supervisory and Non-Supervisory employees are satisfied with their jobs. However, the consistent difference of percentage of positive responses between groups, approximately 4% to 15% indicates a need for further investigation.

## DIMENSION IV - DEPARTMENT LEADERSHIP

**Durham County - Department Leadership**

| | Item 23 | Item 24 | Item 25 | Item 26 | Item 27 | Item 28 | Item 29 | Item 30 | Item 31 |
|---|---|---|---|---|---|---|---|---|---|
| ■ Supervisory | 90.4% | 81.3% | 72.1% | 76.3% | 68.8% | 72.1% | 61.3% | 65.4% | 83.6% |
| □ Non Supervisory | 87.4% | 75.1% | 64.3% | 69.5% | 58.0% | 56.4% | 48.9% | 53.2% | 74.9% |

Graph 9. Supervisory/Non Supervisory responses to Dimension IV - Department Leadership
(Percent Positive Responses)

### DIMENSION IV - DEPARTMENT LEADERSHIP

Below, please find the survey items that correspond to the graph displayed above.

*A) Motivation and Leadership*
23. Top management in my department demands that people give their best efforts.
24. Top management in my department provides clear expectations for performance to be at or above standards.
25. Top management in my department provides help, training, and guidance in performance improvement.

*B) Work Facilitation*
26. Top management in my department emphasizes teamwork.
27. Top management in my department plans out work in advance.

*C) Consideration*
28. Top management in my department is fair with employees.
29. Top management in my department treats all employees equally.
30. Top management in my department notices and shows appreciation when employees put in extra time and effort.
31. Top management in my department relates well to people from diverse backgrounds.

Items in Dimension IV - Department Leadership are related to the sub-dimensions A) Motivation and Leadership, B) Work Facilitation and C) Consideration. Results are shown in Graph 9 on the previous page. Specific item numbers, Percentage of Positive Responses (PR) and Percentage of Negative Responses (NR) are indicated in parentheses following a narrative summary of the results below. A summary table displaying percentages of positive responses for organization-wide, supervisory, non-supervisory and difference between supervisory and non-supervisory is found in Section V.

## DIMENSION IV - DEPARTMENT LEADERSHIP

**(74.6% Supervisory Average Percent Positive for all items in Dimension IV–Department Leadership)**

**(65.3% Non-Supervisory Average Percent Positive for all items in Dimension IV–Department Leadership)**

*A) Motivation and Leadership*

Supervisory

Supervisory respondents indicated overall positive perceptions in this sub-dimension. A large percentage of supervisory employees indicated highly meaningful positive responses regarding a feeling that top management within their department "demands people give their best efforts" (Item 23 = 90.4% PR, 9.6% NR). A slightly smaller percentage of employees indicated the department "provides clear expectations for performance to be at or above standards" (Item 24 = 81.3% PR, 18.7% NR). Supervisory responses suggest top management within departments provide "help, training and guidance in performance improvement" (Item 25 = 72.1% PR, 27.9% NR).

Non-Supervisory

Similar responses were found among the non-supervisory employees suggesting positive perceptions of the department demanding "people give their best efforts" (Item 23 = 87.4% PR, 12.6% NR), providing "clear expectations for performance" (Item 24 = 75.1% PR, 24.9% NR) and providing "help, training and guidance in performance improvement" (Item 25 = 64.3% PR, 35.7% NR).

*B) Work Facilitation*

Supervisory

Positive perceptions regarding work facilitation were noted among supervisory employees. Supervisory respondents indicated feeling that top management "emphasizes teamwork" (Item 26 = 76.3% PR, 23.7% NR) and "plans out work in advance" (Item 27 = 68.8% PR, 31.2% NR).

Non-Supervisory

Non-Supervisory respondents indicated less positive perceptions regarding Department Leadership's work facilitation. Results were suggestive of positive responses regarding top managements emphasis of teamwork (Item 26 = 69.5% PR, 30.5% NR). Perceptions of top management's planning of work in advance were mixed among non-supervisory respondents (Item 27 = 58.0% PR, 42.0% NR).

*C) Consideration*

Supervisory

Supervisory employees suggested overall positive responses regarding this sub-dimension. Supervisory respondents perceive top management to be "fair with employees" (Item 28 = 72.1% PR, 27.9% NR), as treating "all employees equally" (Item 29 = 61.3% PR, 38.7% NR) and noticing and showing "appreciation when employees put in extra time and effort" (Item 30 = 65.4% PR, 34.6% NR). A greater percentage of supervisory respondents indicated that top management "relates well to people from diverse backgrounds" (Item 31 = 83.6% PR, 16.4% NR).

Non-Supervisory

In contrast to supervisory employees, the non-supervisory group indicated mixed responses regarding top management consideration. Approximately half of respondents feel top management is "fair with employees" (Item 28 = 56.4% PR, 43.6% PR), "treats all employees equally" (Item 29 = 48.9% PR, 51.1% NR) and "notices and shows appreciation when employees put in extra time and effort" (Item 30 = 53.2% PR, 46.8% NR). A similar trend was noted among non-supervisory respondents as with supervisory respondents regarding top management relations to "people from diverse backgrounds" (Item 31 = 74.9% PR, 25.1% NR).
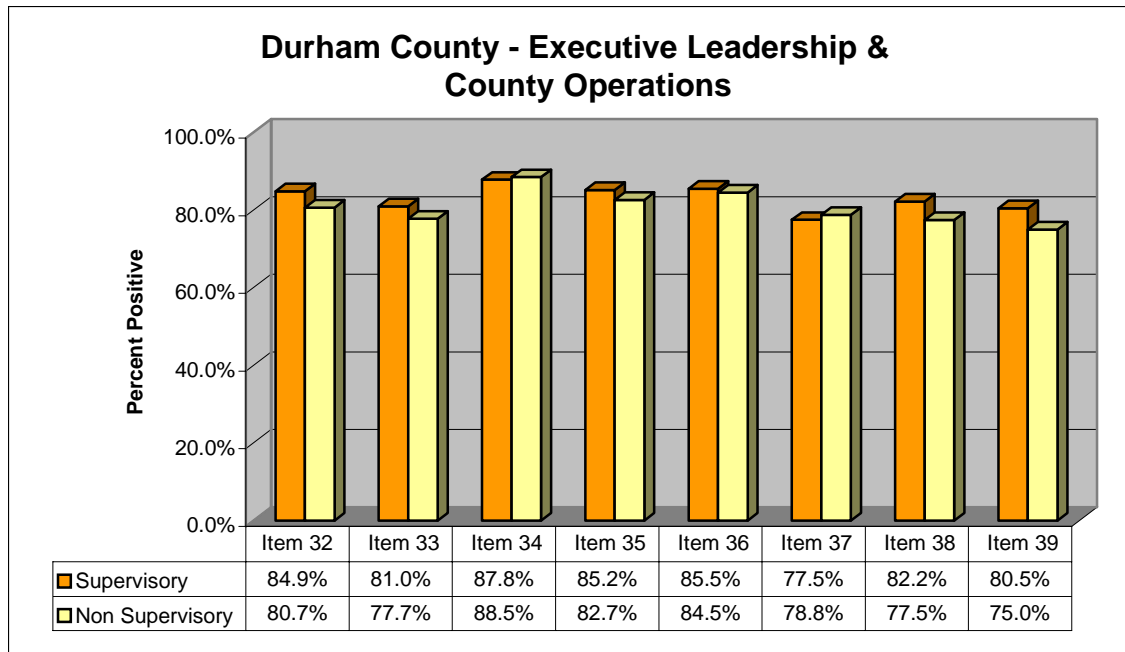
## SUMMARY

The difference between Supervisory and Non-Supervisory continued in Dimension IV - Department Leadership. The difference between groups was greater then ten percent for four of the nine items, favoring the Supervisory respondents.

The greatest differences were noted in the consideration sub-dimension, ranging from 8.7% to 15.7%. While Supervisory respondents indicated positive perceptions regarding Top Management being "fair with employees," treating "all employees equally" and noticing and showing "appreciation when employees put in extra time and effort," Non-Supervisory responses were mixed. The difference and low positive responses among the Non-Supervisory group indicate the need for further investigation in Top Managements consideration for employees and Non-Supervisory employees' perceptions.

A similar trend was noted in the work facilitation sub-dimension. A small difference was between Supervisory and Non-Supervisory respondents perceptions of Top Management's emphasis on teamwork. A ten percent difference favoring the Supervisory group was indicated by respondents regarding Top Management planning out work in advance. The mixed positive results for the Non-Supervisory group and difference between groups indicate a need to examine this issue further.

The overall incongruency between Supervisory and Non-Supervisory percentages of positive responses was smaller for items in the motivation and leadership sub-dimension. Non-Supervisory respondents also indicated largely positive responses regarding these items.

## DIMENSION V - EXECUTIVE LEADERSHIP
## & DIMENSION VI - COUNTY OPERATIONS

**Durham County - Executive Leadership & County Operations**

| | Item 32 | Item 33 | Item 34 | Item 35 | Item 36 | Item 37 | Item 38 | Item 39 |
|---|---|---|---|---|---|---|---|---|
| Supervisory | 84.9% | 81.0% | 87.8% | 85.2% | 85.5% | 77.5% | 82.2% | 80.5% |
| Non Supervisory | 80.7% | 77.7% | 88.5% | 82.7% | 84.5% | 78.8% | 77.5% | 75.0% |

Graph 10. Supervisory/Non Supervisory responses to Dimension V - Executive Leadership & Dimension VI – County Operations  (Percent Positive Responses)

### DIMENSION V - EXECUTIVE LEADERSHIP

Below, please find the survey items that correspond to the graph displayed above.

32. The County Manager is accessible and open to communication with employees.
33. The County Manager responds in a timely fashion to employee complaints and suggestions.
34. The County Manager is an effective leader for the County.

### DIMENSION VI - COUNTY OPERATIONS

Below, please find the survey items that correspond to the graph displayed above.

*A) Customer Service*
35. The County serves citizens in an effective fashion.
36. Citizens are treated with courtesy and respect.
37. Citizen needs are responded to quickly.

*B) Morale*
38. As a whole, the County lives up to its stated values and guiding principles.
39. The County is an enjoyable place to work.

Items in the Dimension V - Executive Leadership and Dimension VI - County Operations are related to two main topic areas. Items in the Dimension VI - County Operations are related to the two sub-dimensions: A) Customer Service and B) Morale. Results are shown in Graph 10 on the previous page. Specific item numbers, Percentage of Positive Responses (PR) and Percentage of Negative Responses (NR) are indicated in parentheses following a narrative description of the results below. A summary table displaying percentages of positive responses for organization-wide, supervisory, non-supervisory and difference between supervisory and non-supervisory is found in Section V.

## DIMENSION V - EXECUTIVE LEADERSHIP

**(84.6% Supervisory Average Percent Positive for all items in Dimension V–Executive Leadership)**

**(81.5% Non-Supervisory Average Percent Positive for all items in Dimension V–Executive Leadership)**

Supervisory

Supervisory respondents indicated overall positive perceptions in the dimension of Executive Leadership. A large percentage of employees indicated meaningful positive responses in relation to the County Manager's accessibility and openness to communications (Item 32 = 80.7% PR, 19.3% NR) and timely responses to "employee complaints and suggestions" (Item 33 = 81.0% PR, 19.0% NR). Employees also indicated meaningful positive responses as to the Manager's effectiveness as a "leader for the County" (Item 34 = 87.8% PR, 12.2% NR).

Non-Supervisory

Non-supervisory responses closely mirrored those of the supervisory responses. Non-supervisory respondents indicated overall positive perceptions in the dimension of Executive Leadership. A large percentage of employees indicated meaningful positive responses in relation to the County Manager's accessibility and openness to communications (Item 32 = 84.9% PR, 15.1% NR) and timely responses to "employee complaints and suggestions" (Item 33 = 77.7% PR, 22.3% NR). Employees also indicated meaningful positive responses as to the Manager's effectiveness as a "leader for the County" (Item 34 = 88.5% PR, 11.5% NR).

## DIMENSION VI - COUNTY OPERATIONS

**(82.2% Supervisory Average Percent Positive for all items in Dimension V–Executive Leadership)**
**(79.4% Non-Supervisory Average Percent Positive for all items in Dimension V–Executive Leadership)**

### A) Customer Service

Supervisory

Supervisory respondents indicated overall positive perceptions in this sub-dimension. A large percentage of employees indicated meaningful positive responses regarding the County serving "citizens in an effective fashion" (Item 35 = 85.2% PR, 14.8% NR). A similar percentage of employees indicated, "citizens are treated with courtesy and respect" (Item 36 = 85.5% PR, 14.5% NR).  Supervisory responses also indicate "citizen needs are responded to quickly" (Item 37 = 77.5% PR, 22.5% NR).

Non-Supervisory

A very similar response pattern was found among the non-supervisory employees, indicating meaningful positive perceptions of the County's serving "citizens in an effective fashion "(Item 35 = 82.7% PR, 17.3% NR), treating citizens "with courtesy and respect" (Item 36 = 84.5% PR, 15.5% NR) and responding to citizen needs quickly (Item 37 = 78.8% PR, 21.2% NR).

### B) Morale

Supervisory

Positive perceptions regarding morale were noted among supervisory employees. Supervisory respondents indicated meaningful positive responses to feeling that "the County lives up to its stated values and guiding principles" (Item 38 = 82.2% PR, 17.8% NR).  Supervisory respondents also indicated meaningful positive responses when asked if the County was "an enjoyable place to work" (Item 39 = 80.5% PR, 19.5% NR).

Non-Supervisory

Non-Supervisory respondents indicated slightly less positive perceptions regarding morale though, overall their response pattern indicates meaningful positive responses.  Non-supervisory respondents indicated meaningful positive responses to feeling that "the County lives up to its stated values and guiding principles" (Item 38 = 77.5% PR, 22.5% NR).  Non-supervisory respondents also indicated meaningful positive responses when asked if the County was "an enjoyable place to work" (Item 39 = 75.0% PR, 25.0% NR).

# SUMMARY

The difference between Supervisory and Non-Supervisory responses was the smallest in Dimension V - Executive Leadership and Dimension VI - County Operations. Percentages of positive responses indicated highly meaningful positive responses for both groups.

Non-Supervisory respondents indicated more positive perceptions regarding two items, "County Manager is an effective leader for the County" and "Citizens needs are responded to quickly." However, the difference for both of these items was less then two percent.

A slight trend was noted in the morale sub-dimension of Dimension VI - County Operations. Supervisory respondents indicated positive perceptions approximately 5% more then Non-Supervisory respondents. The nature of the items indicates the Supervisory group may be more committed and satisfied with the County as a place of employment.

## SUPERVISORY VS. NON-SUPERVISORY CONCLUSIONS

The overarching trend of results identified by the survey is a small disconnect in perceptions between Supervisory and Non-Supervisory groups. Supervisory respondents indicate a high overall positive perception (77.1% average Positive Response Rate across all items). Non-Supervisory indicate positive perception at a slightly smaller rate (71.5% average Positive Response Rate across all items). Although both groups responded favorably to most items, investigation into those items receiving mixed responses and displaying a large difference between groups is suggested.

Section V contains a summary table of percentage of positive responses for each item by group (Organization-Wide, Supervisory and Non-Supervisory). The right hand column "Difference" displays the difference between Supervisory and Non-Supervisory respondents. Differences greater than 10% are highlighted in orange.

# Section V –
# Summary Table: Organization-Wide/Supervisory/Non-Supervisory

| | Organization-Wide | Supervisory | Non-Supervisory | Difference |
|---|---|---|---|---|
| **Dimension I - Communications** | | | | |
| *A) Information Dissemination* | | | | |
| 1.  I receive the information I need to perform my job well. | 83.7% | 89.1% | 81.6% | 7.5% |
| 2.  The information I receive to perform my job is accurate. | 80.9% | 86.5% | 78.6% | 7.9% |
| 3.  I understand what is expected of me in this job. | 89.3% | 88.5% | 89.3% | (0.8%) |
| *B) Inter-employee Communication* | | | | |
| 4.  Communication between employees is open. | 65.1% | 64.7% | 64.4% | 0.3% |
| 5.  When there are problems, employees discuss them without blaming others. | 41.9% | 33.3% | 45.5% | (12.2%) |
| 6.  County employees relate well with other employees from diverse backgrounds. | 73.2% | 73.0% | 73.0% | 0.0% |
| *C) Organizational Structure* | | | | |
| 7.  I understand the "chain of command" within my department. | 92.5% | 93.5% | 92.0% | 1.5% |
| 8.  There is little confusion as to who has what authority. | 72.1% | 75.0% | 70.6% | 4.4% |
| **Dimension II - Supervisor/Employee Relations** | | | | |
| *A) Relations* | | | | |
| 9.  Employees and immediate supervisors respect each other. | 66.6% | 71.0% | 65.0% | 6.0% |
| 10. I am comfortable asking my immediate supervisor for help. | 83.2% | 85.3% | 82.6% | 2.7% |
| 11. I am encouraged to make suggestions or give ideas to my immediate supervisor. | 78.9% | 85.9% | 76.4% | 9.5% |
| *B) Response* | | | | |
| 12. Supervisors respond in a timely fashion to employee complaints and suggestions | 68.2% | 75.0% | 66.1% | 8.9% |
| 13. Supervisors make fair decisions regarding employee complaints and suggestions. | 61.6% | 71.9% | 57.7% | 14.2% |
| *C) Decision-Making* | | | | |
| 14. No immediate supervisors assume more authority than they should. | 69.6% | 73.1% | 68.4% | 4.7% |
| 15. I receive clear, timely decisions when I need them. | 71.6% | 71.8% | 71.4% | 0.4% |

| | Organization-Wide | Supervisory | Non-Supervisory | Difference |
|---|---|---|---|---|
| **Dimension III - Job Satisfaction** | | | | |
| *A) Security* | | | | |
| 16. I believe I have high job security within my department. | 68.5% | 72.4% | 66.8% | 5.6% |
| 17. I believe my department is receptive to suggestions and complaints. | 67.4% | 76.9% | 64.3% | 12.6% |
| 18. I believe the County Manager's Office is receptive to suggestions and complaints. | 76.1% | 82.1% | 74.2% | 7.9% |
| *B) Satisfaction* | | | | |
| 19. I would not hesitate to recommend this department to my friends as a place to work. | 65.3% | 76.3% | 61.3% | 15.0% |
| 20. There is little chance that I will be looking for another job within the next year. | 65.8% | 68.6% | 64.5% | 4.1% |
| 21. I am satisfied with my job. | 72.0% | 76.0% | 70.4% | 5.6% |
| 22. I am given the power to make decisions and solve problems on my own. | 74.1% | 82.7% | 71.8% | 10.9% |
| **Dimension IV - Department Leadership** | | | | |
| *A) Motivation and Leadership* | | | | |
| 23. Top management in my department demands that people give their best efforts. | 88.3% | 90.4% | 87.4% | 3.0% |
| 24. Top management in my department provides clear expectations for performance to be at or above standards. | 76.8% | 81.3% | 75.1% | 6.2% |
| 25. Top management in my department provides help, training, and guidance in performance improvement. | 66.3% | 72.1% | 64.3% | 7.8% |
| *B) Work Facilitation* | | | | |
| 26. Top management in my department emphasizes teamwork. | 71.4% | 76.3% | 69.5% | 6.8% |
| 27. Top management in my department plans out work in advance. | 61.0% | 68.8% | 58.0% | 10.0% |
| *C) Consideration* | | | | |
| 28. Top management in my department is fair with employees. | 60.6% | 72.1% | 56.4% | 15.7% |
| 29. Top management in my department treats all employees equally. | 52.5% | 61.3% | 48.9% | 12.4% |
| 30. Top management in my department notices and shows appreciation when employees put in extra time and effort. | 55.9% | 65.4% | 53.2% | 12.2% |
| 31. Top management in my department relates well to people from diverse backgrounds. | 77.4% | 83.6% | 74.9% | 8.7% |

| | Organization-Wide | Supervisory | Non-Supervisory | Difference |
|---|---|---|---|---|
| **Dimension V - Executive Leadership** | | | | |
| 32. The County Manager is accessible and open to communication with employees. | 81.1% | 84.9% | 80.7% | 4.2% |
| 33. The County Manager responds in a timely fashion to employee complaints and suggestions. | 78.1% | 81.0% | 77.7% | 3.3% |
| 34. The County Manager is an effective leader for the County. | 87.9% | 87.8% | 88.5% | (0.7%) |
| **Dimension VI - County Operations** | | | | |
| *A) Customer Service* | | | | |
| 35. The County serves citizens in an effective fashion. | 83.0% | 85.2% | 82.7% | 2.5% |
| 36. Citizens are treated with courtesy and respect. | 84.8% | 85.5% | 84.5% | 1.0% |
| 37. Citizen needs are responded to quickly. | 78.6% | 77.5% | 78.8% | (1.3%) |
| *B) Morale* | | | | |
| 38. As a whole, the County lives up to its stated values and guiding principles. | 78.6% | 82.2% | 77.5% | 4.7% |
| 39. The County is an enjoyable place to work. | 75.9% | 80.5% | 75.0% | 5.5% |